Introduction

A. Corporate gender strategy

1. UNDP elected to pursue the goal of gender equality through mainstreaming rather than establishing a separate practice area for gender equality. UNDP developed a corporate strategy to ensure that its policies and programmes are fully in line with this objective. The new multi-year funding framework (MYFF) was designed to include a 'gender driver' that cuts across all the service lines and ensures that gender equality is effectively integrated into the programmes, with specific performance indicators.

2. The corporate gender strategy of UNDP is designed to integrate the promotion of gender equality and women's empowerment fully into our core business. The strategy rests on three major dimensions:

(a) ***Develop capacities*** – both in-country and in-house – to integrate gender concerns in all practices areas and in global, regional and country programmes;

(b) ***Provide gender-responsive policy advisory services*** that promote gender equality and women's empowerment; and

(c) ***Support specific interventions that benefit women*** and scale up and expand innovative models such as those developed and tested by the United Nations Development Fund for Women (UNIFEM).

B. Corporate gender action plan

3. Specific elements of the corporate gender action plan include:

(a) MDG monitoring with a 'gender lens', across all eight of the Millennium Development Goals (MDGs);

(b) Gender-sensitive budgeting;

(c) Reducing the incidence of HIV among vulnerable women;

(d) Engendering macroeconomic policies and trade negotiations;

(e) Promoting women's empowerment in democratic governance, decentralization and civil society participation; and

(f) Developing capacities through training, knowledge sharing and networking.

4. All UNDP bureaux and country offices are engaged in a mapping exercise, which will produce a comprehensive review of gender-related interventions and planned activities. This process will be jointly reviewed for possible partnership between UNIFEM and UNDP.

5. The following eight chapters constitute the corporate gender action plan.

I. Developing capacities

6. The UNDP Learning Resource Centre will review its entire staff training programme to upgrade and extend gender training to all staff, including resident coordinators and senior managers. A basic training programme on gender awareness will become mandatory for all newly recruited staff, resident coordinators and managers. The Virtual Development Academy module on gender will be regularly upgraded with feedback from participants and contributions from UNIFEM.

7. The UNDP gender knowledge network, housed in the Bureau for Development Policy (BDP) will continue to service staff across the organization with ideas, tested tools and good practice for effectively addressing gender equality. The UNDP knowledge products and services will be regularly upgraded to provide the best possible support to the organization in general and to country offices in particular. UNIFEM will provide expertise, gender mainstreaming tools and innovative models in response to country office queries in the specific areas where it has accumulated experience. UNIFEM and UNDP practice groups will undertake network discussions on how best to mainstream gender in UNDP building on its earlier work.

8. The UNDP gender team, in close collaboration with UNIFEM and the operations support group, will develop appropriate methodologies for gender analysis and monitoring of results.

9. Sex-disaggregated data; gender analysis, gender responsive action and results indicators will be appropriately included in the design of global, regional and country strategies starting with the initial planning phase and continuing through the implementation, monitoring and evaluation of all programmes. Gender experts will be hired by the respective units to undertake this exercise, and the experts will build internal staff capacities in the course of their work.

II. Mainstreaming gender in the core practices of UNDP

(a) *Democratic governance*

10. Emphasis will be placed on efforts to:

(i) Invest in women's full participation in democratic governance through support to women candidates in parliaments and local elections; provide leadership training for women in decision-making;

(ii) Promote legislative, electoral and judicial reform to ensure that women's rights are protected in law and in practice;

(iii) Develop women's political empowerment through increased access to information and communications technology;

(iv) Integrate women's rights into national development strategies and support national capacity for the implementation of CEDAW; and

(v) Bring civil society and women's voices into the national policy dialogue.

(b) *Poverty reduction*

11. Emphasis will be placed on efforts to:

(i) Conduct gender-sensitive poverty surveys in the UNDP poverty centre (Brasília) to determine the extent of the feminization of poverty;

(ii) Undertake policy research on alternative macro-economic policies that value women's contributions to economic growth, the care economy, trade and human capital development;

(iii) Mainstream gender in the PRSP and MDG processes linking both to gender budgeting for tracking investments in women's empowerment;

(iv) Develop a gender-sensitive MDG monitoring system with specific targets to reach gender equality; and

(v) Build national capacities for gender-disaggregated data and gender analysis of the MDG goals and targets

(c) *Crisis prevention and recovery*

12. Emphasis will be placed on efforts to:

(i) Systematize gender analysis in needs assessments in preparation for UNDP response to crisis situations;

(ii) Develop specific interventions targeting women as sole managers of broken families and effective leaders in peace processes;

(iii) Widen windows of opportunity created by crises to promote women's political, economic, social and cultural rights within new and emerging structures and laws;

(iv) Support local women's associations to participate in institutional reforms, disarmament, demobilization and recovery, and community reintegration; and

(v) Empower refugees and displaced women to organize, learn portable and life skills and prepare to take leadership in the rebuilding of fragmented communities.

(d) *Energy and environment*

13. Emphasis will be placed on efforts to:

(i) Build gender analysis into the design of energy services;

(ii) Develop participatory resource planning; strengthen policy and regulatory frameworks to protect poor women's access to natural resources;

(iii) Design gender-responsive strategies for sustainable development processes, including social, economic and environmental dimensions of energy services;

(iv) Scale up and expand the UNDP case studies on energy and women as critical policy and programme design options to improve women's access to modern energy services; and

(v) Scale up and expand the use of the UNDP tool kit on gender mainstreaming in integrated water resources management.

(e) *HIV/AIDS*

14. Emphasis will be placed on efforts to:

(i) Develop HIV/AIDS responses that place women and girls at the centre and address their vulnerabilities and lack of power to negotiate protected sex;

(ii) Promote the leadership of women in shaping government responses to the pandemic;

(iii) Support strategies that mitigate the socio-economic impact of HIV/AIDS on women caregivers;

(iv) Promote the use of participatory methods and tools for changing gender relations and addressing stigma; and

(v) Design multi-sectoral, integrated poverty reduction strategies to address the socio-economic impact of HIV/SIDS from the mitigation and prevention perspectives.

III. MDG reporting, advocacy and implementation

14. Emphasis will be placed on efforts to:

(i) Focus global attention, local action and financial resources on the gender dimensions of all the MDGs;

(ii) Deconstruct MDG monitoring to flag disparities between men and women, identify gender-based discrimination and ensure gender monitoring of all targets;

(iii) Engender MDG implementation within the roll-out at the country level; and

(iv) Strengthen capacities of United Nations gender theme groups and the resident coordinator system to support the mainstreaming of gender in the MDGs and the PRSP and budgeting processes.

IV. United Nations system coordination on gender at the country level

15. Emphasis will be placed on efforts to:

(i) Promote gender mainstreaming systematically in the work the United Nations country team by establishing and strengthening inter-agency thematic groups on gender;

(ii) Build the technical capacities of the thematic groups on gender in collaboration with UNIFEM and the United Nations inter-agency network on

gender (by using the United Nations toolkit specifically designed for this purpose);

(iii) Coordinate gender responses in the operational activities of the United Nations at the country level and promote coherence through the CCA/UNDAF, MDG and PRSP work processes; and

(iv) Integrate a gender perspective into MDG implementation and monitoring with a particular focus on the links between the MDGs, poverty reduction strategies and gender-responsive costing and budgeting.

V. Human Development Reports

16. Emphasis will be placed on efforts to:

(i) Revisit the gender development index (GDI) and the gender empowerment measure (GEM) introduced in the Human Development Report (HDR) 1995 and develop more relevant measuring instruments;

(ii) Systematically utilize the UNDP guidance note for engendering national human development reports; and

(iii) More specifically integrate gender analysis of the dynamics between gender equality and human development issues into all HDRs – global, regional and national.

VI. Monitoring the performance of senior managers and United Nations resident coordinators

17. Results and Competency Assessments (RCAs) may include the following key performance indicators:

(i) Create an enabling environment and working conditions that promote the implementation of the UNDP work-life policy;

(ii) Promote the advancement of women to increasingly high positions and protect staff from all forms of discrimination and harassment;

(iii) Ensure that gender analysis informs the development of all policies and programmes, and that adequate resources are available to hire gender experts;

(iv) Establish specific performance indicators for MYFF reporting on the gender driver;

(v) Provide gender training for staff, encourage learning and participation in the community of practice and the knowledge network on gender; and

(vi) Upgrade the role of the gender focal point as a core function built into the relevant RCAs.

VII. Resources

(a) *Financial resources*

18. Emphasis will be placed on efforts to:

(i) Mobilize core resources and external contributions to implement the UNDP gender mainstreaming action plan and utilize UNIFEM expertise;

(ii) Develop yearly funded gender programmes within each thematic trust fund; and

(iii) Continue to support strategic programmes with the UNDP/Japan Women and Development Fund (UNDP/JWID)

(b) *Human resources*

19. Emphasis will be placed on efforts to:

(i) Strengthen the gender programme team in UNDP with the financial and human resources necessary for provision of corporate-level products and services;

(ii) Increase UNDP gender capacities with dedicated gender experts within each of the core practices and regional service centres;

(iii) Strengthen the capacities and functions of the gender focal points in UNDP country offices;

(iv) Draw on UNIFEM staff and experts to support the implementation of the UNDP gender mainstreaming action plan; and

(v) Create regional hubs of gender expertise where UNIFEM regional offices are co-located with UNDP regional service centres.

VIII. Performance indicators

20. UNDP is developing specific performance indicators to monitor, on a yearly basis, the effective implementation of its corporate gender action plan. These include:

(a) The gender mainstreaming scorecard (annex 1), to be implemented in 2005, will track overall progress in gender mainstreaming at the corporate level. It complements the gender balance scorecard launched by the Office of Human Resources in 2004, which relates to staffing and human resource management issues.

(b) Managers and staff performance will be regularly reviewed, as indicated in paragraph 5 above, as part of the RCA system.

(c) The new MYFF indicators include specific instruments to measure effective gender mainstreaming for results, which are built into the 'gender driver' across all the service lines (annex 2).

Annex 1. UNDP gender mainstreaming scorecard

21. UNDP has opted for mainstreaming gender as its main strategy for achieving gender equality and women's empowerment.

22. Effective gender mainstreaming requires:

(a) explicit gender policies and implementation frameworks;

(b) capacities for systematic gender analysis in planning and programming; and

(c) tracking and accountability system with specific performance indicators and measures of progress.

23. The challenge is to show, with concrete evidence, that by opting for a gender mainstreaming strategy, UNDP has effectively moved marginalized women's empowerment programmes to the centre of its core business.

24. The gender mainstreaming scorecard is intended to summarize organizational performance in gender mainstreaming. It builds on programme performance indicators contained in the MYFF gender driver and complements the gender balanced scorecard managed by the Office of Human Resources.

25. Scores ranging from high to medium to low will be assigned to each of the following 12 measures.

(a) *Policy commitment*

(i) Corporate gender policy (provide date)
(ii) Bureau level gender policy (provide date)

(b) *Implementation framework*

(i) Guidelines on gender mainstreaming
(ii) Capacities: gender expertise in programming
(iii) Resources allocated to gender equality/women's empowerment: specific and mainstream resources

(c) *Results-based management*

(i) Effective planning measures: gender analysis
(ii) Specific reporting: indicators in MYYF gender driver
(iii) Criteria for funding allocation: gender impact
(iv) Tracking programme performance: Atlas/MYFF

(d) *Accountability*

(i) Gender responsiveness in management performance
(ii) Transparent monitoring mechanism across units
(iii) Gender on the agenda of senior management meetings

Annex 2. Promoting gender equality: assessing substantive performance of a driver of development effectiveness

26. *Institutional context.* Through the MYFF for 2004-2007, UNDP has asked to be assessed on results achieved under 30 service lines as well as on how these results are pursued through organizational strategies. These include the UNDP 'drivers of development effectiveness', which are the cross-cutting values intended to enhance UNDP contributions to development effectiveness. 'Promoting gender equality' is one of six such drivers.[1]

27. *Constructing a performance framework.* Since the approval of the MYFF in September 2003, UNDP has continued to elaborate on an approach to assessing institutional performance.[2] Assessments will be generated against targets supported by a hierarchy of indicators and measures that are gradually being developed. The objective of such indicators and measures is twofold:

(a) To improve substantive programme formulation, implementation, monitoring, assessment, reporting, evaluation and learning; and
(b) To generate data selectively that is of value to corporate users in reporting and performance management.

28. *Latest developments.* To prepare for reporting on substantive performance for 2004, UNDP is finalizing guidance to support the assessment of results at the country and regional levels. This process has produced a set of questions designed to probe the driver-related performance attributes of every result planned for at the beginning of the year.[3] For promoting gender equality, the questions are as follows.

Driver	**Questions reflecting aspects of performance to be scrutinized under each service line**
Promoting gender equality	Have results in this area utilized gender needs analyses as a prerequisite to, or main element of, programming for human development goals?
	Have results in this area facilitated women's increased representation and effective participation in the national and sub-national arena that makes or influences policy decisions and resource allocation?
	Have results in this area led to specific programmes/actions that empower women, in the form of dedicated interventions, financial commitments and other forms of resource allocation?
	Have results in this area promoted effective, innovative approaches to incorporating gender considerations into national policy frameworks, legislation and MDG processes?

[1] The other five drivers are: developing national capacities; enhancing national ownership; advocating and fostering an enabling environment; seeking South-South solutions; and forging partnerships for results.

[2] At the September 2004 meeting of the Executive Board, delegations commended the UNDP approach to an integrated performance framework after reviewing a 'mock-up' of what such a performance arrangement might produce: a MYFF report on performance and results. The first such report is due to be presented at the annual session in 2005.

[3] In the case of promoting gender equality, these questions have been developed by the Gender Unit located in the BDP directorate.

28. These questions, being reviewed by policy specialists working on all 30 UNDP service lines, are being adapted to reflect the specific performance considerations of each service line. Because of the high priority attached to promoting gender equality, the gender driver will field four questions for each service line.[4] The set of questions will be used to guide the preparation of country-level results-oriented annual reports.

29. *Advantages of this approach.* There are at least four advantages to this approach. First, it obliges all UNDP-supported programmes to explicitly assess performance with a gender optic on a systematic basis. This obligation will yield a regular, comprehensive body of performance data demonstrating the extent to which UNDP promotes gender equality across its service lines. Second, it can inform programmes in the way they establish strategic targets for 2005 and beyond. Third, as priorities evolve, the questions used to assess aspects of promoting gender equality in UNDP-supported programmes can be adjusted, lending flexibility to the framework. Fourth, in keeping with the function of the MYFF as the principal policy document and strategic management instrument of UNDP, the performance data on promoting gender equality can be used beyond reporting to the Executive Board. It can become the main source of information through which UNDP managers and specialists track substantive performance and innovate to promote gender equality during the current MYFF cycle.

[4] Capacity development is the only other driver with so many performance-related questions; the other four drivers will be served by two questions each.